

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT
BUDGET ACTIVITY 12: FIELD POLICY AND MANAGEMENT

SCOPE OF ACTIVITY

The Office of Field Policy and Management (FPM) provides management oversight to Regional and Field Office Directors, communicates Secretarial priorities and policies to the field, ensures the effective pursuit of Secretarial Initiatives and special projects, and other management and administrative functions. FPM is uniquely positioned in the Regional and Field Offices to effectively build partnerships and deliver technical assistance and outreach to public agencies and private organizations. FPM serves the full range of HUD's customers (both individual and institutional) participating in every program area, e.g., housing, community and economic development, public and Indian Housing and fair housing. Moreover, FPM has responsibility for maintaining effective relations with and serving as the principal point of contact with both industry groups and with state and local elected officials.

FPM's Regional and Field Office Directors lead the development and implementation of local management plans, to include performance measures and strategies for each jurisdiction which ensure integrated program delivery that advance the Department's strategic goals and objectives. The plans reflect rationales for accomplishing particular goals and objectives in ways that are responsive to community needs in each jurisdiction and maintain a high level of customer service.

Each year, FPM establishes national management plan goals supporting each of HUD's strategic goals. Some highlights include:

- taking the lead in supporting homeownership opportunities by conducting marketing and outreach activities with a special emphasis on promoting minority homeownership;
- striving to end chronic homelessness through fostering regional council partnerships, conducting local outreach activities, and promoting the development and adoption of 10-year plans in major cities throughout the country;
- maintaining continuity of operations plans (COOP) locally in 80 field offices;
- upholding customer service standards in each jurisdiction; and
- building organizational capacity through conducting local outreach activities and providing technical assistance to faith-based and community organizations.

The attached charts display detailed staffing and workload estimates based on the Resource Estimation and Allocation Process (REAP) baseline data.

WORKLOAD

The Assistant Deputy Secretary for Field Policy and Management manages the operations of FPM to advance the strategic goals of the Department. Through the Regional and Field Office Directors, the Assistant Deputy Secretary establishes management priorities for front office field operations and coordinates Secretarial initiatives to ensure effective use of resources for maximum positive impact. In addition, the Office is tasked with developing mechanisms which: ensure that critical field program delivery issues are addressed; assess program impacts and customer service at the local level; and provide operational feedback designed to constructively influence program design and Departmental policy-making.

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Fiscal year 2004 represented the second full year of operation following the field realignment which was completed mid-year in fiscal year 2002. The Assistant Deputy Secretary for Field Policy and Management has direct supervision of the Regional Directors who, in turn, have direct supervision over the field offices. This change has greatly improved oversight of the field and simplified budget and administrative functions of the office.

The Regional Directors and Field Office Directors are the "operational managers" in each of the field offices. Regional and Field Office Directors ensure that limited staff and other resources are used to maximum effect to accomplish Departmental priorities and that the component parts of each field office effectively function as a common enterprise in achieving Departmental goals, both to serve our customers well and use resources efficiently.

TRAVEL

The table below identifies travel requirements unique to this activity.

	ACTUAL 2004	ENACTED 2005	ESTIMATE 2006	INCREASE + DECREASE - 2006 vs 2005
	(Dollars in Thousands)			
Travel (HQ).....	\$633	\$476	\$476	...
Travel (Field).....	425	390	390	...
Total	1,058	866	a/ 866	...

a/ The estimate for fiscal year 2005 does not include \$2,000 thousand for Departmental travel in relation to the hurricane disasters in Florida that occurred in 2004. FEMA issued a mission assignment for HUD's assistance in aiding the victims of these disasters, and will reimburse HUD for all expenses incurred in fiscal year 2005. Over 80 HUD staff from all program areas participated in this assignment.

The implementation of the Department's six strategic goals through Management Plans will require the Regional and Field Office Directors to travel to various locations to meet with the Department's customers, governmental entities, and civic organizations to advance activities and initiatives associated with the mission of the Department. The office is providing substantial support through travel funding to such major undertakings such as Faith- and Community-Based initiatives and the Interagency Council for the Homeless. Travel is a critical resource to the field management function.

CONTRACTS

	ACTUAL 2004	ENACTED 2005	ESTIMATE 2006	INCREASE + DECREASE - 2006 vs 2005
	(Dollars in Thousands)			
General Support	\$24	\$17	\$17	...
Total	24	17	17	...

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The Assistant Deputy Secretary for Field Policy and Management must contract if necessary, for such services as meeting room space and supporting equipment such as audio/visual. Funds also must support small contracts for such items as plaques and other award/recognition items that are presented to field staff for extraordinary service for special accomplishments and occasions. Funds are also necessary to support EEO activities, such as, the cost of transcripts. In the past when these needs have arisen, it has been necessary either to seek additional funding during the fiscal year or to reprogram funds for these purposes.

FIELD POLICY AND MANAGEMENT
Personal Services
Summary of Change
(Dollars in Thousands)

<u>Personal Services</u>	<u>FTE</u>	<u>S&E Cost</u>
2004 Actual.....	514	\$52,437
2005 Appropriation.....	488	52,594
<u>Changes Due To</u>		
2006 January Pay Raise.....	0	744
2005 January Pay Raise.....	0	377
Staffing increase/decrease.....	-88	-9,484
Other benefit changes.....	0	228
2006 Request.....	400	\$44,459

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FIELD POLICY AND MANAGEMENT
 Summary of Requirements by Grade
 Salaries and Expenses
 (Dollars in Thousands)

	<u>2004 Actual</u>	<u>2005 Appropriation</u>	<u>2006 Request</u>	<u>Increase/ Decrease</u>
<u>Grade:</u>				
Executive Level IV	0	0	0	0
Executive Service	12	13	13	0
GS-15	143	132	102	-30
GS-14	86	77	53	-24
GS-13	72	72	68	-4
GS-12	32	32	27	-5
GS-11	13	13	11	-2
GS-10	1	1	1	0
GS-9	28	28	24	-4
GS-8	6	6	4	-2
GS-7	60	60	50	-10
GS-6	15	15	13	-2
GS-5	20	29	24	-5
GS-4	19	10	10	0
GS-3	1	0	0	0
GS-2	2	0	0	0
GS-1	1	0	0	0
Total Positions	511	488	400	-88
Average ES Salary	\$140,234	\$143,038	\$145,899	+\$2,861
Average GS Salary	\$80,572	\$82,183	\$83,827	+\$1,644
Average GS Grade	11.7	11.6	11.5	-0.1

NOTE: The proposed 88.8 FTE decrease reflects a reduced level of staffing required as result of improved efficiency being realized from the field office realignment that was completed mid-year in fiscal year 2002. In addition to decreased workload, we have improved oversight of the field operations and simplified budget and administrative functions. This FTE will be used to revamp the Department's Intern Program. The intern program is a vital component of the Department's Strategic Management of Human Capital and Workforce Planning.

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FIELD POLICY AND MANAGEMENT
 Summary of Requirements by Object Class
 Salaries and Expenses
 (Dollars in Thousands)

<u>Object Class</u>	<u>2004 Actual</u>	<u>2005 Appropriation</u>	<u>2006 Request</u>	<u>Increase/Decrease</u>
Personal Services.....	\$52,437	\$52,594	\$44,459	-\$8,135
Travel and Transportation of Persons.....	1,058	866	866	0
Transportation of Things.....	0	0	0	0
Rent, Communications & Utilities.....	0	0	0	0
Printing and Reproduction.....	1	1	1	0
Other Services.....	24	17	17	0
Supplies and Materials.....	5	5	5	0
Furniture & Equipment.....	0	0	0	0
Insurance Claims & Indemnities.....	100	60	60	0
Total Obligations.....	\$53,625	\$53,543	\$45,408	-\$8,135

Overall Summary of Field Policy and Mangement Staff Requirements

	FTE			
	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
Headquarters.....	24.3	24.0	21.0	-3.0
Field	<u>489.6</u>	<u>464.0</u>	<u>379.0</u>	<u>-85.0</u>
Total.....	513.9	488.0	400.0	-88.0

Summary of Field Policy and Mangement Staff Requirements

	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
<u>Headquarters Employment</u>				
Headquarters Office				
Perform FPM Management/Operations	6.9
Perform Administrative Support to FPM/Field Offices	6.3
Provide Support and Guidance to Headquarters/Field	<u>5.8</u>
Subtotal	19.0
<u>Field Employment</u>				
Field Offices				
Perform Program Management/ Operations	171.3
Perform Administrative/Planning and Support/Special Initiatives	152.2
Perform Public Relations/ Web Master Duties	<u>56.8</u>
Subtotal	380.3

Headquarters Employment

Headquarters Office	19.0
Provide Management and Oversight	0.4	2.0	2.0	0.0
Provide Field Liaison Support and Guidance	1.4	4.0	4.0	0.0
Provide Management Support and Guidance	0.5	7.0	7.0	0.0
Provide Administrative Support and Guidance	<u>3.0</u>	<u>11.0</u>	<u>8.0</u>	<u>-3.0</u>
Subtotal	24.3	24.0	21.0	-3.0

Field Employment

Field Offices - Management	380.3
Provide Management and Oversight	36.5	95.0	95.0	0.0
Execute Secretarial Priorities	13.9	51.4	33.9	-17.5
Perform FPM Regional/Field Office Special Initiatives	3.4	20.1	13.3	-6.8
Coordinate Cross-Program Office Efforts	10.3	45.1	29.8	-15.3
Provide Customer Service	18.9	97.7	80.0	-17.7
Perform Web Management Activities	8.9	25.4	25.4	0.0
Perform Regional/Field Administrative Duties	4.3	56.6	37.4	-19.2
Perform Public Affairs Activities	6.3	45.8	45.8	0.0
Support the Federal Executive Board	0.5	1.9	1.9	0.0
Liaison with External Partners	<u>6.3</u>	<u>25.0</u>	<u>16.5</u>	<u>-8.5</u>
Subtotal	489.6	464.0	379.0	-85.0
Total FPM	513.9	488.0	400.0	-88.0

Detail of Field Policy and Mangement Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----				
		Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE
<u>Headquarters</u>												
Headquarters Offices												
Perform FPM Management/Operations	NA	6.9		
Perform Administrative Support to FPM/Field Offices	Number of Staff Supported	513.9	25.50	6.3		
Provide Support and Guidance to Headquarters/Field	Number of Field Offices Supported	80	153.00	<u>5.8</u>		
Subtotal				19.0								
<u>Field Employment</u>												
Field Offices												
Perform Program Management/ Operations	NA	171.3		
Perform Administrative/Planning and Support/Special Initiatives	NA	152.2		
Perform Public Relations/Web Master Duties	NA	<u>56.8</u>		
Subtotal				380.3								

Detail of Field Policy and Mangement Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<u>Headquarters</u>												
Headquarters Office												
Provide Management and Oversight	NA	0.4		2.0		2.0
Providing Field Liaison Support and Guidance	Number of Offices Supported	80	35.50	1.4		80	104.40	4.0		80	104.00	4.0
Provide Management Support and Guidance	Number of Offices Supported	80	12.00	0.5		80	182.70	7.0		80	182.00	7.0
Provide Administrative Support and Guidance	Number of Offices Supported	80	78.00	<u>3.0</u>		80	287.10	<u>11.0</u>		80	208.00	<u>8.0</u>
Subtotal				5.3				24.0				21.0
<u>Field Employment</u>												
Field Offices												
Provide Field Management and Oversight	NA	36.5		95.0		95.0
Execute Secretarial Priorities	NA	13.9		51.4		33.9
Perform FPM Regional/Field Office Special Initiatives	NA	3.4		20.1		13.3
Coordinate Cross-Program Office Efforts	NA	10.3		45.1		29.8
Provide Customer Service	NA	18.9		97.7		80.0
Perform Web Management Activities	Number of Field Offices Supported	80	232	8.9		80	662.94	25.4		80	660.40	25.4
Perform Regional/ Field Administrative Duties	Number of FPM Regional Personnel	489.6	18.5	4.3		464	254.70	56.6		379	205.00	37.4

Detail of Field Policy and Mangement Staff Requirements

		----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----				
		Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE
Workload Guideline	Workload Indicator											
	Number of Field Offices Supported											
Perform Public Affairs Activities		80	165	6.3		80	1,195.38	45.8		80	1190.80	45.8
Support the Fedral Executive Board	NA	0.5		1.9		1.9
Liaison with External Partners		<u>6.3</u>		<u>25.0</u>		<u>16.5</u>
Subtotal				109.3				464.0				379.0
Total FPM				513.9				488.0				400.0

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HEADQUARTERS AND FIELD EMPLOYMENT

EXPLANATION OF CHANGES FROM 2004 BUDGET ESTIMATE TO 2006 ESTIMATE

The first page of this table for 2004, reflects the REAP line items derived from the first three quarters of TEAM data input by staff. The second page reflects the fourth quarter data entered by staff utilizing the new line items, derived by the REAP study completed in 2004.

There is a decrease of 25.9 FTEs from the fiscal year 2004 actual data to the fiscal year 2005 estimate, due to a reduction in Departmental resources. The Office of Field Policy and Management will be streamlining its activities, in such areas as, customer service, coordinating cross program office efforts, and performing administrative duties, for a more efficient usage of staff.

HEADQUARTERS AND FIELD EMPLOYMENT

EXPLANATION OF CHANGES FROM 2005 BUDGET ACTUAL TO 2006 ESTIMATE

There is a decrease of 88 FTE from the fiscal year 2005 estimate to the fiscal year 2006 estimate.

For Execute Secretarial Priorities, a decrease of 17.5 FTE; FPM fully intends to support all the Secretary's priorities, but will manage these tasks more efficiently in 2006.

Perform FPM Regional/Field Office Special Initiatives, a decrease of 6.8 FTE; with decreased resources available, FPM anticipates this workload will decrease in 2006.

Coordinate Cross-Program Office Efforts, a decrease of 15.3 FTE; with decreased resources available, FPM anticipates this workload will decrease in 2006.

Provide Customer Service, a decrease of 17.7 FTE; FPM will manage these tasks more efficiently in 2006.

Perform HQ and Regional/Field Administrative Duties, a decrease of 22.2 FTE; this workload will decrease as a result of decreased staff.

Liaison with External Partners, a decrease of 8.5 FTE; FPM will manage these tasks more efficiently in 2006.